

**1 SEPTEMBER 2000**



***Flying Operations***

**WEAPONS AND TACTICS PROGRAM**

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OPR: HQ ACC/DOTW  
(Maj Mark E. Schlichte)  
Supersedes MCR 55-120, 1 March 1993;  
and C1 thereto, 20 August 1993

Certified by: HQ USAF/XOO  
(Brig Gen Robert D. Bishop, Jr.)  
Pages: 27  
Distribution: F

This instruction implements Air Force Policy Directive (AFPD) 11-4, *Aviation Service*. The organization, responsibilities, and procedures for unit weapons and tactics organizations are detailed in this instruction. Additionally, the USAF Weapons School graduate management program is described in this instruction. This instruction applies to all units involved with the employment of Combat Air Forces (CAF) or Mobility Air Forces (MAF). All subordinate organizations, including individual units, may supplement this instruction to cover unique requirements. Forward supplements to HQ ACC/DOTW. Send comments and suggested improvements to this publication on AF Form 847, Recommendation for Change of Publication, through channels, to HQ ACC/DOTW, 205 Dodd Blvd, Suite 101, Langley AFB VA 23665-2789. E-mail address is [acc.dotw@langley.af.mil](mailto:acc.dotw@langley.af.mil).

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## Chapter 1

### GENERAL GUIDANCE

**1.1. Objective and Scope.** This instruction specifies the responsibilities and the authority of all Combat Air Forces (CAF) and Mobility Air Forces (MAF) Weapons and Tactics Offices. Throughout this instruction, Weapons and Tactics Offices are referred to as "Weapons Shops." Due to the diversity of weapons shops throughout the CAF and MAF, this instruction provides only common, required actions. Specific programs will require MAJCOM, NAF, Wing, Operations Group, or Squadron supplements to this instruction. Throughout this publication, the USAF Weapons School is abbreviated as "WS" and refers to the USAF WS, its detachments and the AMC C-130 Weapons Instructor Course (WIC). The German Air Force, F-4 Weapons School is not covered in this instruction.

**1.2. Weapons Shop Guidance.** [Chapter 2](#) describes CAF and MAF Weapons Shop procedures.

**1.3. Weapons School Selection, Active Duty.** [Chapter 3](#) describes CAF and MAF active duty WS nomination, waiver, and selection procedures.

**1.4. Weapons School Selection, Air Reserve Component.** [Chapter 4](#) describes CAF and MAF Air National Guard and Air Force Reserve WS nomination, waiver, and selection procedures.

**1.5. Tactics Leadership.** [Chapter 5](#) describes CAF and MAF tactics leadership procedures from MAJCOM to Squadron level.

**1.6. Weapons School Graduate Management Program.** [Chapter 6](#) establishes HQ ACC/DOTW as the CAF WS graduate management OPR and provides CAF WS graduate utilization guidance. HQ AMC/DOKT is the MAF WS graduate management OPR.

## Chapter 2

### WEAPONS SHOP GUIDANCE

**2.1. Policy.** This instruction does not conflict with, nor repeat, basic responsibilities assigned in other instructions and directives. Units must use all applicable instructions and directives when developing weapons shop programs.

2.1.1. Wing or group weapons shops will report directly to the Operations Support Squadron (OSS) Commander. Squadron weapons shops will report directly to the operations officer. Overall responsibility for all wing weapons and tactics guidance and policy rests with the wing/group weapons shop.

2.1.2. Organize the weapons shop into functional areas necessary to support specific unit mission.

2.1.3. The weapons shop is the OPR or Office of Collateral Responsibility (OCR) for unit mission training, exercises, and evaluation scenarios. The weapons shop will ensure these programs are based on current, sound tactics.

2.1.4. Personnel assigned to the weapons shop will (be):

2.1.4.1. WS graduates. This is not applicable if the squadron has no WS graduates or all squadron WS graduates have served in a "W" prefix billet for more than 3 years consecutively and 5 years total (see paragraphs 6.4.2. through 6.4.5.).

2.1.4.2. Maintain Instructor Combat Mission Ready (CMR) qualification, unless determined not feasible by the OG/CC. This is not applicable for Space and Intel officers.

2.1.4.3. Cleared for Top Secret/Sensitive Compartmented Information (TS/SCI).

2.1.4.4. Not be assigned unrelated additional duties.

2.1.4.5. Consist of at least one crewmember from each MDS crew position.

**2.2. Electronic Combat.** Each squadron will assign an Electronic Warfare Officer (EWO), Electronic Combat Pilot (ECP) or an Electronic Counter Measures Officer/Technician (ECMO/T) to the weapons shop. Wings or squadrons without these qualified personnel will designate the most qualified individual to perform Electronic Combat Officer (ECO) responsibilities within the weapons shop.

**2.3. Intelligence Updates.** Each weapons shop will ensure all squadron personnel receive current information on the unit mission, projected enemy threat, and expected combat/theater conditions affecting mission employment.

**2.4. Maintenance Liaison.** The weapons shop will establish and maintain liaison with maintenance and munitions functions to identify and solve maintenance-related issues.

**2.5. Training Guidance.** During training operations, the weapons shop, the standardization and evaluation office, and the intelligence office will work together to ensure mission qualification evaluation scenarios are representative of unit tasking. Weapons shops will coordinate to ensure flight examiners are current on all air-to-surface, air-to-air, electronic warfare, command and control, combat rescue, and air-lift employment (MAF only) concepts.

**2.6. Cross Talk.** Weapons shop personnel will visit and coordinate with subordinate or other units as necessary to:

- 2.6.1. Assess unit combat capability to accomplish anticipated missions.
- 2.6.2. Monitor weapons shop procedures.
- 2.6.3. Identify deficiencies in training, equipment, support or tactics, which preclude optimum mission accomplishment.
- 2.6.4. Identify unit initiatives, which may have CAF/MAF-wide applications.
- 2.6.5. Recommend improvements for unit operations.
- 2.6.6. Identify problem areas requiring corrective action above unit level.

**2.7. Tactics Development Program.** The weapons shop will lead unit involvement in the Tactics Development Program IAW AFI 99-150 (formerly MCI 11-290).

**2.8. Tactics Reference Library.** The wing weapons officer, through the OSS commander, will determine the documents necessary for the tactics reference libraries. A list of required library documents will be published, updated as required, and maintained in the weapons shop(s). See [Attachment 2](#) for library index recommendations.

## Chapter 3

### WEAPONS SCHOOL SELECTION (ACTIVE DUTY)

**3.1. Purpose.** This chapter describes the procedures for nominating and selecting active duty WS students and the responsibilities of the agencies involved. The primary goal for the WS selection board is to select the most qualified officers in the CAF and MAF. These officers will provide the expertise and leadership necessary to accomplish the CAF and MAF missions.

#### **3.2. Responsibilities:**

3.2.1. HQ ACC/DO has overall responsibility for the conduct of the WS. HQ ACC/DO has waiver authority for all WS matters except those concerning the C-130 WIC. HQ AMC/DO has waiver authority for the C-130 WIC.

3.2.2. The WS/CO, or his representative, is the selection board president. As selection board president, he is responsible for the conduct and overall leadership of the selection board. He will select the board dates, review selection criteria, ensure the board progresses IAW this instruction and report results. AFPC/DPAOT3 will coordinate the preliminary selection board results through the WS/CO and HQ ACC/DO (via HQ ACC/DOTW). HQ ACC/DO and the WS/CO will approve the preliminary selection board results prior to release. AFPC/DPAOT3 will release selection board results immediately after HQ ACC/DO and WS/CO approval. AFPC/DPAOT3 will release the selection board results NLT 14 days after selection board adjournment.

3.2.3. The appropriate MAJCOM is responsible for reviewing and approving nominations. Each should ensure nominations are fair, truthful and consistent with the nomination criteria. Each MAJCOM will provide one representative for the board. This representative must be familiar with the command's nominations and provide additional information (if required) for a full evaluation.

3.2.4. AFPC/DPAOT3 will support the selection board. This includes, but is not limited to, preparation of evaluation folders, providing board facilities, billeting, transportation, and selection notification.

3.2.5. Individual units are responsible for providing a complete selection package. These packages must contain all the information specified in the selection board announcement message. Failure to provide the required information could result in the disqualification of the nominee. Do not submit additional paperwork (e.g., additional recommendation letters or letters of endorsement). If a unit nominates more than one individual (per crew position) for a WS course, the WG/CC must also provide a letter prioritizing the nominees (by crew position) to AFPC/DPAOT3 in accordance with the selection board announcement message. Send a courtesy copy of the nominee rankings to HQ ACC/DOTW or HQ AMC/DOKT, as applicable.

#### **3.3. Nomination Criteria:**

3.3.1. The Air Force Education And Training Course Announcements (ETCA) and the selection board message establish Weapons School nomination criteria. The ETCA is located at <http://hq2af.keesler.af.mil/etca.htm>. These criteria are designed to ensure selection of the most highly qualified individuals who will enhance combat capability throughout the CAF and MAF. The WS seeks only the finest officers and tactical instructors. Only the most talented officers and leaders should

apply for Weapons School. These officers must exhibit an extraordinary amount of intelligence, dedication, technical skills, military bearing, and professional attitude. Finally, these officers must be outstanding role models for all their peers and subordinates. Do not consider unit retainability and/or time on station when nominating individuals for Weapons School.

3.3.2. Nomination packages will include the following:

3.3.2.1. Data Sheet. An example of the data sheet is located on the HQ ACC/DOTW home page, <http://do.acc.af.mil/dot/dotw> (or the C-130 WIC home page, <http://www.amwc.af.mil/cads>). The data sheet will be two pages maximum.

3.3.2.2. A letter from the applicant to the Chairman, USAFWS WIC selection board accepting the 3-year Active Duty Service Commitment (ADSC). An example of this letter is located on the HQ ACC/DOTW home page (or the C-130 WIC home page). Do not send an AF Form 3849.

3.3.2.3. WG/CC, OG/CC and SQ/CC (or equivalent) letters of endorsement emphasizing instructor and flying abilities (if applicable). WG/CC (or equivalent) is the maximum endorsement level. Address each endorsement on separate, single page, letterhead addressed to the Chairman, USAF Weapons School Selection Board. Example endorsement letters are located on the HQ ACC/DOTW home page (or the C-130 WIC home page).

**3.4. Waivers:**

3.4.1. Nominees not meeting, 1) minimum or maximum rated service time, or 2) Total Active Federal Commissioned Service Date (TAFCS D), or 3) instructor or operational minimums, by the application submission deadline, must submit a waiver request through their wing commanders (or equivalent) to HQ ACC/DO (HQ AMC/DO for C-130 WIC waivers). Waiver requests are required even if the nominee is forecast to meet minimum requirements prior to the WS selection board date. HQ ACC/DO is the final CAF waiver approval authority. HQ AMC/DO is the final MAF waiver approval authority. An example of the waiver request letter is located on the HQ ACC/DOTW home page (or the C-130 WIC home page). The granting of a waiver does not automatically ensure the applicants selection. It simply permits the applicant to compete at the board. The weapons school selection board president and the voting members will make the determination if these individuals will attend the WS regardless of wing ranking.

3.4.1.1. Waiver requests are required for applicants who have less than the required instructor or operational minimums by the application submission deadline. HQ ACC/DO will only consider waiver requests, which forecast meeting the minimum requirements by class start date. HQ ACC/DO will not grant waivers for applicants still in their respective instructor upgrade programs at the application submission deadline.

3.4.1.2. Waiver requests for individuals exceeding the maximum years of rated and/or the TAF-CSD time are evaluated on a case-by-case basis.

3.4.2. Forward nomination packages with waiver requests to HQ ACC/DOTW (or HQ AMC/DOKT) no later than the application submission date specified on the application message. Send CAF/MAF nomination packages and waiver requests per the selection board announcement message. Address waiver requests to HQ ACC/DO (or HQ AMC/DO). Include the following information, 1) Specific reason for waiver request, 2) Justification for waiver and 3) Other relevant information. An example waiver request is located on the HQ ACC/DOTW home page (or the C-130 WIC home page).



### 3.5. Selection Board:

3.5.1. HQ AFPC will host two WS selection boards each year, each approximately 4 to 5 months prior to WS class-start date. The WS/CO, or his designated representative, will chair each board. The chairman will instruct board members on their duties and ensure the board progresses efficiently. He will resolve questions on procedures, policies or selection criteria and will review board recommendations to ensure selections are fair and equitable.

3.5.2. USAFWS Division Commanders, HQ ACC/DOTW, HQ USAFE/DOTW, HQ PACAF/DOTW, HQ AETC/DOFF, HQ AFSPC/DOTW, HQ AMC/DOKT and AFPC/DP (assignment officer for each respective weapons system/specialty) will provide one voting member. With WS/CO approval, additional non-voting officers may attend to provide information for various systems or specialties. Selections are based on ratings made by voting members only.

3.5.3. To ensure equitable voting, the same individual from ACC, USAFE, PACAF, AETC, AFSPC and AMC must vote on all applications per division. MAJCOMs may cycle sworn in, voting members between divisions. WS division commanders and AFPC/DP assignment officers only vote on their respective division applications.

3.5.4. WS Selection Boards will select the most qualified nominees, regardless of unit or command retainability. Do not consider Command apportionment. The board President (WS/CO) will attempt to resolve selection disagreements. If he is unable or unwilling to resolve disagreements, HQ ACC/DO is the final authority for all selection board issues. If necessary, HQ ACC/DO can direct the board reconvene in order to settle disagreements.

### 3.6. Selects:

3.6.1. WS selects will attend classes as specified in the AFPC/DPAOT3 WS selection board results message. Immediately upon selection notification, all primary and alternate selects, without the required WS security clearance, must contact their unit security managers and submit the applicable paperwork. Failure to initiate this security clearance action within 10 working days may result in an improper clearance upon reporting to the WS for training. The WS/CO will dis-enroll individuals without the proper clearance. Reference ETCA for specific security requirements.

3.6.2. Selects must ensure they meet all course entry requisites prior to class start date. If an individual is unable to meet course entry requisites due to extenuating circumstances, send a waiver request to HQ ACC/DOTW (or HQ AMC/DOKT). Address waiver requests through their wing commanders (or equivalent) to HQ ACC/DO (or HQ AMC/DO). Include the following information, 1) Reason for waiver request, 2) Justification for waiver and 3) Other relevant information. The WS/CO will dis-enroll individuals reporting to the WS who do not meet minimum requisites and do not have a waiver.

3.6.3. Situations can occur requiring selects to be held over or "grandfathered" to the next class. These situations (due to sickness, injury, real world operations, etc.) are handled on a case-by-case basis. The selects' unit must contact the appropriate MAJCOM and state the reason(s) for the selects' inability to attend. MAJCOMs will subsequently notify HQ ACC/DOTW (or HQ AMC/DOKT). HQ ACC/DOTW (or HQ AMC/DOKT) will notify the WS and HQ AFPC. Units must inform MAJCOMs as soon as possible if a primary select might not attend WS. Do not wait until it is absolutely certain the select will not attend WS. Give HQ ACC/DOTW (or HQ AMC/DOKT) ample warning, in order for HQ ACC/DOTW (or HQ AMC/DOKT) to relay the information to the first alternate to com-

plete "spin-up" training in earnest. Without sufficient early notification, alternate selects may not be able to "spin-up" properly and the training slot may go unfilled. HQ ACC/DO (or HQ AMC/DO) is the final approval authority for all CAF/MAF "grandfathering" decisions.

## Chapter 4

### WEAPONS SCHOOL SELECTION (AIR RESERVE COMPONENT)

**4.1. Purpose.** This chapter describes the procedures for nominating and selecting Air Reserve Component (ARC - AFRC and ANG) WS students and outlines the responsibilities of the agencies involved. The main objective of the nomination and selection process is to train the most qualified officers who, as graduates, will provide the expertise and leadership necessary to accomplish the CAF or MAF mission.

#### **4.2. Responsibilities:**

4.2.1. HQ ACC/DO is responsible for establishing the allocation of ARC at the WS. HQ ACC/DO, HQ AFRC/DO, and HQ ACC/DOG, or their designated representatives, will review and approve the proposed allocations prior to the active duty, AFRC or ANG WS selection board, whichever occurs first.

4.2.2. HQ AMC/DOK is responsible for the establishing the allocation of ARC slots at the C-130 WIC.

4.2.3. HQ AFRC/DOT, or his appointed representative, will be the OPR for AFRC ACC-oversighted units concerning the WS and AFRC AMC-gained units concerning the C-130 WIC.

4.2.4. HQ ACC/DOG, or his appointed representative, will be the OPR for ANG ACC-gained units concerning the WS.

4.2.5. HQ AMC/DOG, or his appointed representative, will be the OPR for ANG AMC-gained units concerning the C-130 WIC.

4.2.6. HQ AFRC/DOT, HQ ACC/DOG, and HQ AMC/DOG:

4.2.6.1. Act as OCR for this instruction. They will coordinate changes as directed by the HQ ACC/DO, HQ AMC/DO and HQ AFRC/DO to ensure mutual understanding of the nomination and selection board policies and procedures.

4.2.6.2. Are responsible for the conduct and/or oversight of their respective WS selection boards. As such they will ensure selection board presidents advise members on selection criteria and conduct the boards in the spirit of this instruction.

4.2.6.3. Will announce their respective selection board results within 14 days of adjournment of the selection board.

4.2.7. AFRC NAFs:

4.2.7.1. HQ 10 AF/DO will collect nominations, conduct selection boards and forward the names of selects to HQ AFRC/DOT for all AFRC WS training slots and for any nominations from AFRC Rescue units for ARC C-130 WIC training slots.

4.2.7.2. HQ 22 AF/DO will assist HQ AFRC/DOT, as required, with the processing of nominations from AFRC AMC-gained units for ARC C-130 WIC slots.

4.2.8. Individual units are responsible for providing nominations and supporting documentation to their respective selection boards for ARC WS and C-130 WIC training slots.

### 4.3. Nomination Criteria:

4.3.1. Individual units will make nominations and provide complete selection packages for ARC WS training slots to their respective selection boards.

4.3.2. Units should ensure nomination criteria are established to select qualified individuals with the credentials and experience level which enhance their utilization as weapons officers. Nominees should be the most talented officers in their units. These officers must exhibit an extraordinary amount of intelligence, dedication, technical skills, military bearing and professional attitude. Further, these officers must possess the ability to act as a role model for their peers.

4.3.3. ARC selection packages must contain all the information specified in the selection board announcement message and paragraph 3.3.2. Failure to provide the required information could result in the disqualification of the nominee.

4.3.3.1. ANG units are responsible for ensuring the following is available to the respective selection boards for each nominee:

4.3.3.1.1. Letters of endorsement from WG/CC, OG/CC, and SQ/CC (or equivalent) emphasizing instructor and flying abilities (if applicable).

4.3.3.1.2. Updated RIP.

4.3.3.1.3. Additional information as determined by the HQ ACC/DOG or HQ AMC/DOG.

4.3.3.1.4. Send ANG WS selection packages to: HQ ACC/DOG, 205 Dodd Blvd, Suite 101, Langley AFB VA 23665-2789. Send ANG C-130 WIC selection packages to HQ AMC/DOG, 402 Scott Drive, Unit 3A1, Scott AFB IL 62225-5302.

4.3.3.2. 10 AF AFRC units should forward selection packages to HQ 10 AF/DOVW, 1700 Military Parkway, NAS Fort Worth JRB TX 76127-6200. Selection packages should include the following:

4.3.3.2.1. Letters of endorsement from WG/CC, OG/CC and SQ/CC (or equivalent) emphasizing instructor and flying abilities (if applicable).

4.3.3.2.2. A data sheet with the information listed on the example data sheet located on the HQ 10AF/DOVW home page, [http://w3.afrc.af.mil/units/10af/do/do\\_weapons.htm](http://w3.afrc.af.mil/units/10af/do/do_weapons.htm).

4.3.3.3. 22 AF AFRC units should forward selection packages as directed by HQ AFRC/DOT.

4.3.4. If a unit nominates more than one individual (per crew position) for a WS course, the selection package must include a letter prioritizing the nominees (by crew position) signed by the WG/CC (or equivalent).

### 4.4. Waivers:

4.4.1. Nominees not meeting course entry requirements, by application submission deadline, must submit a waiver request through their wing commanders (or equivalent) to HQ ACC/DOG, HQ AMC/DOG, or HQ AFRC/DOT. Waiver requests are required even if the nominee is forecast to meet minimum requirements prior to the WS selection board.

4.4.2. Waiver requests are required for ARC nominees who do not meet course entry requirements by the application submission deadline. Waiver requests must be signed by the WG/CC (or equivalent); must include the reason for waiver request, justification for waiver and other relevant information;

and must accompany the selection package. Waiver requests are required even if the nominee is forecast to meet minimum requirements prior to the WS selection board. Only waiver requests which forecast meeting the minimum requirements by class start date will be considered. Waivers will not be granted for applicants still in instructor upgrade programs at application submission deadline.

4.4.3. AFRC and ANG nominees are automatically granted an exception for maximum years of rated and/or TAFCSO.

4.4.4. The final approval authority for respective ARC waiver requests is HQ ACC/DOG, HQ AMC/DOG, or HQ AFRC/DO.

#### **4.5. Selection Board:**

##### **4.5.1. ANG Selection Boards:**

4.5.1.1. HQ ACC/DOG and HQ AMC/DOG, or their designated representatives are responsible for the overall leadership of ANG Selection Boards. They will establish policies for selecting dates, notifying agencies, conducting the board and reporting the results. They will ensure mutual understanding of selection board policies and procedures.

4.5.1.2. HQ ACC/DOG and HQ AMC/DOG, or their designated representatives will provide the support necessary to conduct the ANG Selection Boards. This includes, but is not limited to, preparation of evaluation folders, liaison to provide board facilities, billeting, transportation and selection notification. They will screen all applications to ensure each applicant meets the WS requisites.

4.5.1.3. HQ ACC/DOG will normally conduct the ANG WS selection board. HQ AMC/DOG will normally conduct the ANG C-130 WIC selection board. Selection boards are conducted twice a year; approximately 3 months prior to class start date. HQ ACC/DOG and HQ AMC/DOG (or designated representative) will chair the appropriate ANG WS selection board. The board president will instruct board members on their duties and ensure the board progresses in an efficient manner IAW the spirit of this instruction. He will resolve questions on procedures, policies or selection criteria; will review board recommendations to ensure selections are fair and equitable; and approve the board results prior to release.

4.5.1.4. HQ ACC/DOG and HQ AMC/DOG will specify ANG WS selection board attendees. With the approval of the board president, additional representatives may attend to provide information for various systems or courseware. These additional members will not vote.

##### **4.5.2. AFRC Selection Boards:**

4.5.2.1. The 10 AF/DO will normally conduct the AFRC WS Selection Board approximately 4 months prior to the "B" class start date. If an out-of-cycle training slot becomes available, the 10 AF/DO may convene a WS Selection Board as required. 10 AF/DO (or designated representative) will chair the AFRC WS Selection Board. One person from 10 AF/DOV and 10 AF/DO will attend the AFRC WS Selection Board as a voting member. With the approval of the board president, additional representatives may attend to provide information for various systems or courseware. These additional members will not vote. Selections will require a majority vote of the AFRC WS Selection Board.

4.5.2.2. 10 AF/DO will convene the AFRC WS Selection Board if nominations to the C-130 WIC are received from 10AF Rescue units. The 10 AF/DO will forward nominations for the C-130 WIC to HQ AFRC/DOTT with comment and prioritization (if multiple nominations are received).

4.5.2.3. HQ AFRC/DOTT will convene the AFRC C-130 WIC Selection Board as required.

4.5.3. Boards will select the most qualified nominees and will attempt to ensure selections are uniformly distributed throughout the various ARC units. HQ AFRC/DO, HQ ACC/DOG, or HQ AMC/DOG will resolve all disagreements the Board President cannot resolve. Boards will reconvene, if necessary, to ensure a fair and equitable selection program.

**4.6. Selects.** WS Selection Board selects will attend classes as specified in the AFRC or ANG WS selection board results message.

4.6.1. Upon notification of selection, all primary and alternate selects not possessing the security clearance required of their respective courses must contact their unit security managers and submit applicable paperwork within 10 working days. Failure to complete security clearance paperwork in a timely manner may result in individuals being denied course attendance. Reference ETCA for specific security requirements.

4.6.2. Selects must ensure they meet all course entry requisites prior to class start date. If an individual is unable to meet course entry requisites due to extenuating circumstances, send a waiver request to HQ ACC/DOG or HQ AMC/DOG as appropriate for ANG units and HQ AFRC/DOTT for AFRC units. Include the following information: reason for waiver request, justification for waiver and relevant collateral data. The WS will out-process individuals reporting to the WS who do not meet minimum requisites and do not have a waiver.

4.6.3. Situations can occur requiring selects to be held over or "grand-fathered" to the next class. These situations (due to sickness, injury, real world operations, etc.) are handled on a case-by-case basis. The affected selects' unit must contact HQ ACC/DOG, HQ AMC/DOG, or HQ AFRC/DOTT immediately and state the reason(s) for the selects' inability to attend. HQ ACC/DOG, HQ AMC/DOG, or HQ AFRC/DOTT will subsequently notify HQ ACC/DOTW (or HQ AMC/DOKT). HQ ACC/DOTW (or HQ AMC/DOKT) will notify the WS. Without sufficient early notification, alternate selects may not be able to "spin-up" properly and the training slot may go unfilled. HQ ACC/DO (or HQ AMC/DO) is the final approval authority for all CAF/MAF "grandfathering" decisions.

4.6.4. ANG weapons instructor course applicants will not be placed into a formal WIC "spin-up" program until they are notified of formal selection by the board. This does not preclude potential WIC applicants from flying normal continuation training sorties to gain the tactical and instructional experience necessary to apply for WIC.

## Chapter 5

### TACTICS LEADERSHIP

**5.1. Tactics Leadership.** CAF and MAF units will continually review and update tactical training and employment procedures. MAJCOM weapons shops (e.g., HQ ACC/DOTW) will assess weapons and tactics issues, identify deficiencies, initiate corrective actions and ensure completion of corrections. MAJCOMs through squadron commanders must ensure a free avenue of information exchange to and from weapons shops.

5.1.1. Weapons shops are responsible for monitoring all aspects of combat employment. This requires the integration of weapons, weapons delivery systems, electronic warfare, current intelligence, space assets, air combat maneuvering, command and control procedures, combat rescue and battlefield management. If any of these areas are not available in the individual weapons shop, the weapons officer must establish a close working relationship with other agencies and individuals possessing the expertise.

### 5.2. Responsibilities:

5.2.1. Air Combat Command (ACC) serves as the lead command in developing, documenting and issuing tactics for the CAF IAW Air Force Mission Directive 2. To help carry out this responsibility, the ACC Commander (COMACC) implements, in coordination with the other commands, procedures for reviewing and revising tactics manuals.

5.2.2. Air Mobility Command (AMC) serves as the lead command in developing, documenting and issuing tactics for the MAF IAW Air Force Mission Directive 2. To help carry out this responsibility, the AMC Commander (AMC/CC) implements, in coordination with the other commands, procedures for reviewing and revising tactics manuals.

5.2.3. MAJCOM DOs are the approval authority and responsible for the conduct of their MAJCOM weapons and tactics programs. MAJCOM DOs, or their designated representatives, will ensure:

5.2.3.1. Inputs are requested from the MAJCOM Weapons and Tactics Office on all training, exercise and evaluation scenarios.

5.2.3.2. All actions affecting combat force capability are coordinated with the appropriate MAJCOM OPR.

5.2.3.3. **Attachment 3** depicts the responsibilities of the various levels within the weapons and tactics chain of command.

## Chapter 6

### WEAPONS SCHOOL GRADUATE MANAGEMENT

**6.1. Purpose.** This chapter provides specific guidance on WS graduate utilization and establishes "W" prefix manning levels. This chapter establishes HQ ACC/DOTW as the CAF WS graduate management OPR. HQ AMC/DOKT is the MAF WS graduate management OPR. HQ ACC/DOTW and HQ AMC/DOKT will coordinate with applicable air staff, MAJCOM, and AFPC agencies on all "W" prefix man-power actions to ensure requirements reflect adequate justification for assignment of the "W" prefix. ANG and AFRC WS graduate management, utilization and related policies are the responsibility of HQ ACC/DOG for ANG ACC-gained units, HQ AMC/DOG for ANG AMC-gained units and HQ AFRC/DOT for AFRC units respectively.

**6.2. "W" Prefix Utilization at the Weapons School.** Follow these guidelines concerning "W" prefix utilization as Weapons School instructors.

6.2.1. Division commanders will select the most highly qualified WS graduates for WS instructor duty. Division commanders will forward their selections to the Commandant for approval, prior to initiating personnel action. Division commanders will coordinate with HQ ACC/DPAO and DOTW to initiate assignment actions.

6.2.2. To ensure instructor continuity and the appropriate experience level in each WS division, instructors must coordinate with their division commanders prior to initiating re-assignment out of the WS. Division commanders, in coordination with AFPC assignment teams and HQ ACC/DPA are responsible for maintaining instructor continuity through the assignment process. Failure to provide adequate instructor assignment lead-time may cause a decrease in instructor continuity. AFPC, HQ ACC/DPA and the WS will coordinate on all involuntary assignments out of the Weapons School.

6.2.3. HQ ACC/DPA, DOTW and AFPC will attempt to man each division at 100%. HQ ACC/DPAO and AFPC will attempt to overlap PCS orders when feasible. This overlap will help ease the division's instructor cadre transition. Failure to properly man each division with fully qualified instructors may result in graduate production lower than CAF requirements.

**6.3. "W" Prefix Utilization at the C-130 WIC.** Adhere to the following guidelines concerning "W" prefix utilization as C-130 WIC Instructors:

6.3.1. The division commander will select only the most highly qualified C-130 WIC graduates for C-130 WIC instructor duty. The division chief will obtain approval from the AMWC CADS Commandant prior to initiating personnel action. The division chief will coordinate with HQ AMC/DPAO and DOKT for instructor assignments.

6.3.2. To ensure instructor continuity and experience level, a C-130 WIC instructor cannot accept a PCS assignment until release by the division chief and approval by the AMWC CADS Commandant.

6.3.3. HQ AMC/DPAO and AFPC will attempt to man the C-130 WIC at 100%. HQ AMC/DPAO and AFPC will attempt to overlap PCS orders. PCS overlap is designed to maintain a division's instructor cadre, while new instructors complete their instructor upgrade program. Failure to properly man each division with fully qualified instructors may result in graduate production lower than MAF requirements.



**6.4. "W" Prefix Utilization.** Comply with the following WS graduate utilization directives.

6.4.1. WS students will incur an Active Duty Service Commitment (ADSC) following WS attendance, in accordance with AFI 36-2107.

6.4.1.1. While ANG WS graduates do not incur an ADSC, it is ANG policy for WS graduates to serve in "W" prefix billets as the full-time weapons and tactics officer for a minimum of 3 years after graduation. It is highly desired that they serve for a total of 5 years in any combination of full-time or part-time unit "W" prefix billets after graduation. Units who do not meet this policy can normally be expected to not receive another WIC training slot until after the 5-year period has expired.

6.4.2. Commanders will use WS graduates in "W" prefix billets until the graduate serves 3 continuous years and a total of 5 years in "W" prefix billets.

6.4.3. Commanders may place WS graduates with less than 5 years "W" service in non-"W" prefix billets, however AFPC and/or MAJCOM/DP will not backfill these slots. AFPC and/or MAJCOM DP will attempt to fill "W" prefix shortages if commanders place "W" prefix personnel with more than 5 years of "W" service into non-"W" prefix billets.

6.4.4. At the completion of 5 years of "W" service, WS graduates may volunteer for additional "W" or non-"W" prefix duties. However, in the event sufficient resources are not available to voluntarily fill all major or lieutenant colonel "W" prefix requirements, some WS graduates may have to involuntarily return to "W" prefix duty based on most eligible and available criteria.

6.4.5. If commanders are assigned excess "W" prefix personnel (IAW [Table 6.1.](#)), they should assign the most recent WS graduate to the "W" prefix billet.

6.4.6. Do not use this guidance to preclude formal course or professional military education attendance.

**6.5. "W" Prefix Manning.** Air Force Manpower Standard (AFMS) 13B1 quantifies the manpower required to accomplish wing/squadron weapons shop duties. HQ ACC/DOTW, HQ AMC/DOKT and the WS will attempt to fill the following "W" prefix manning requirements:

6.5.1. **Flying Units.** [Table 6.1.](#) lists Wing and Squadron "W" prefix manning requirements.

**Table 6.1. "W" Prefix Manning Standards.**

MDS	Operational Squadron	Operational Support Squadron
A-10	1 Pilot	2 Pilots
B-1	1 Pilot/1 WSO	2 Pilots/2 WSOs
B-52	1 Pilot/1 RN/1 EWO	2 Pilots/2 RNs/2 EWOs
C/HC-130	1 Pilot/1 Nav	1 Pilot/1 Nav
EC-130H	1 EWO	2 EWOs
F-15	1 Pilot	2 Pilots
F-16	1 Pilot	2 Pilots
F-15E	1 Pilot/1 WSO	2 Pilots/2 WSOs
HH-60G	1 Pilot (see note 3)	1 Pilot

MDS	Operational Squadron	Operational Support Squadron
RC-135V/W	2 EWO	2 EWOs
<b>Notes:</b> 1. Operational squadrons refer to all fighter, bomber and airlift squadrons to include FTUs. 2. These requirements are based on composite, fighter, bomber or air control wings with 2 or more operational squadrons. For any type of wing with less than two operational squadrons, cut the OSS authorizations in half. 3. Two per active duty squadron with eight or more aircraft. 4. Air Force Reserve Command (AFRC) and National Guard Bureau (NGB) units are provided only authorized squadron "W" prefix manning.		

#### 6.5.2. Other Units:

6.5.2.1. **Intelligence.** Intelligence WS graduates are assigned to a list of prioritized OSS Intelligence flight "W" prefix billets upon graduation. Each Intelligence flight on this list is authorized one IWO. Intelligence "W" prefix billets above the unit levels are prioritized on the "Graduate-Plus" list by command. After the initial OSS flight assignment and prior to completing the initial Weapons School graduation commitment, IWOs will fill vacant "Grad-Plus" billets. If no Grad-Plus vacancies exist or they are not accepted for "Grad-Plus" assignments by the gaining command, individuals are free to pursue non-"W" prefix assignments.

6.5.2.2. **Senior Director (SD).** SD WS graduates are assigned to a list of prioritized SD "W" prefix billets upon graduation. Exact requirements vary by size of unit and varied mission taskings.

6.5.2.3. **Space.** Space WS graduates are assigned to a list of prioritized "W" prefix billets upon graduation. W13 billet requests must be on the priority list to be considered for a W13 fill. Billets coded W13 but not on the priority list will not be filled with a W13.

6.5.3. HQ ACC/DOTW maintains Intelligence, SD, and Space "W"-prefix priority lists. HQ ACC/DOTW will coordinate with ACC IS/INU, HQ ACC/DOYA, HQ AFPC/DP, and HQ AFSPC/DOTW in developing and updating priority lists. These priority lists will be approved by HQ ACC/DO. To be considered for the priority list, units/MAJCOMs must submit their request to HQ ACC/DOTW.

6.5.4. **Additional Authorizations.** The above "W" prefix authorizations are in coordination with WS graduate production capacity. However, these manning levels do not preclude additional "W" prefixes or special "W" prefix authorizations (such as an EWO) if unit tasking dictates.

**6.6. Weapons School Responsibilities.** No later than 30 days after graduation, the WS will forward the name, rank, and SSAN of each WS graduate to AFPC/DPAOT3, HQ ACC/DOTW, HQ ACC/DPAO, HQ AMC/DOKT, and HQ AMC/DPAO as applicable.

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DCS, Air and Space Operations

## Attachment 1

## GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

*References*

AFPD 11-4, *Aviation Service*  
AFTTP 3-1V1, *General Planning and Employment Considerations*  
AFTTP 3-1V2, *Threat Reference Guide and Counter Tactics*  
AFTTP 3-1V3, *Tactical Employment--A-10*  
AFTTP 3-1V4, *Tactical Employment--F-15C*  
AFTTP 3-1V5, *Tactical Employment--F-16*  
AFTTP 3-1V15, *Tactical Employment--AWACS*  
AFTTP 3-1V16, *Tactical Employment--EC-130H*  
AFTTP 3-1V17, *Tactical Employment-- F-15E*  
AFTTP 3-1V18, *Tactical Employment--F-117*  
AFTTP 3-1V19, *Tactical Employment--B-52*  
AFTTP 3-1V20, *Tactical Employment--B-1*  
AFTTP 3-1V21, *Tactical Employment--RC-135*  
AFTTP 3-1V22, *Tactical Employment--KC-10/135*  
AFTTP 3-1V23, *Tactical Employment--B-2*  
AFTTP 3-1V24, *Tactical Employment--HH-60G*  
AFTTP 3-1V25, *Tactical Employment--C/HC-130*  
AFTTP 3-1V26, *Tactical Employment--TACS*  
AFTTP 3-1V27, *Tactical Employment--U-2*  
AFTTP 3-1V28, *Tactical Employment--Space*  
AFTTP 3-1V29, *Tactical Employment--RQ-1A*  
AFTTP 3-1V30, *Tactical Employment--Joint STARS*  
AFTTP 3-1V31a, *Tactical Employment--AC-130H*  
AFTTP 3-1V31b, *Tactical Employment--AC-130U*  
AFTTP 3-1V32, *Tactical Employment--EC-130E*  
AFTTP 3-1V33, *Tactical Employment--MC-130E/H/P*  
AFTTP 3-1V34, *Tactical Employment--MH-60/53*  
AFTTP 3-1V35, *Tactical Employment--C-5/C-17/C-141*  
AFTTP 3-3V3, *Combat Aircraft Fundamentals--A-10*

AFTTP 3-3V4, *Combat Aircraft Fundamentals--F-15*

AFTTP 3-3V5, *Combat Aircraft Fundamentals--F-16*

AFTTP 3-3V17, *Combat Aircraft Fundamentals--F-15E*

AFTTP 3-3V19, *Combat Aircraft Fundamentals--B-52*

AFTTP 3-3V20, *Combat Aircraft Fundamentals--B-1*

AFI 36-2107, *Active Duty Service Commitment (ADSC) and Specified Period of Time Contracts (SPTC)*

AFI 99-150, *Tactics Development Program*

*Air Force Education and Training Course Announcements (ETCA)*

### ***Abbreviations and Acronyms***

**10 AF**—Tenth Air Force

**10 AF/DOT**—Tenth Air Force, Training Division

**10 AF/DOV**—Tenth Air Force, Standardization and Evaluation Division

**10 AF/DOVW**—Tenth Air Force, Weapons Division

**ACC**—Air Combat Command

**ACC IS/INU**—Air Combat Command, Intelligence Squadron

**ACC/DO**—Air Combat Command, Director of Aerospace Operations

**ACC/DOG**—Air Combat Command, Air National Guard Advisor to the DO

**ACC/DOTW**—Air Combat Command, Capabilities Development Division

**ACC/DOTW**—Air Combat Command, Tactics Branch

**ACC/DPAO**—Air Combat Command, Officer Assignments Branch

**ADSC**—Active Duty Service Commitment

**AETC**—Air Education and Training Command

**AETC/DOFF**—Air Education and Training Command, Fighter Branch

**AFB**—Air Force Base

**AFMSS**—Air Force Mission Support System

**AFPC**—Air Force Personnel Center

**AFPC/DP**—Air Force Personnel Center, Director of Personnel

**AFPC/DPAOT3**—Air Force Personnel Center, Special Flying Programs

**AFRC**—Air Force Reserve Command

**AFRC/DOTT**—Air Force Reserve Command, Training and Tactics Branch

**AFSPC**—Air Force Space Command

**AFSPC/DOTW**—Air Force Space Command, Weapons and Tactics Branch

**AFTTP**—Air Force Tactics Techniques and Procedures

**AMC**—Air Mobility Command

**AMC/CC**—Air Mobility Command, Commander

**AMC/DO**—Air Mobility Command, Director of Operations

**AMC/DOG**—Air Mobility Command, Air National Guard Advisor to the DO

**AMC/DOKT**—Air Mobility Command, Tactics Branch

**ANG**—Air National Guard

**ARC**—Air Reserve Component

**AWACS**—Airborne Warning And Control System

**AWACS/MCE**—Airborne Warning And Control System, Modular Control Equipment

**CADS**—Combat Air Delivery School

**CAF**—Combat Air Forces

**CC**—Commander

**CMR**—Combat Mission Ready

**COMACC**—Commander, Air Combat Command

**DO**—Operations Directorate

**DOS**—Date Of Separation

**DRU**—Direct Reporting Unit

**ECMO**—Electronic Counter Measures Officer

**ECO**—Electronic Combat Officer

**ECMT**—Electronic Counter Measures Technician

**ETCA**—Air Force Education and Training Course Announcements

**EWO**—Electronic Warfare Officer

**FME**—Foreign Material Exploitation

**FTU**—Formal Training Unit

**HQ**—Headquarters

**IAW**—In Accordance With

**IWO**—Intelligence Weapons Officer

**JMEM**—Joint Munitions Effectiveness Manual

**MAF**—Mobility Air Forces

**MAJCOM**—Major Command

**MAJCOM/DO**—Major Command Operations Directorate

**MDS**—Major Design Series

**NAF**—Numbered Air Force

**NLT**—No Later Than

**NGB**—National Guard Bureau

**OCR**—Office of Collateral Responsibility

**OG**—Operations Group

**OG/CC**—Operations Group Commander

**OPR**—Office of Primary Responsibility

**OSS**—Operational Support Squadron

**PAA**—Primary Aircraft Assigned

**PACAF**—Pacific Air Forces

**PACAF/DOTW**—Pacific Air Forces, Weapons and Tactics Branch

**PCS**—Permanent Change of Station

**SAR**—Special Access Required

**SBI**—Special Background Investigation

**SCI**—Special Compartmentalized Information

**SD**—Senior Director

**SSBI**—Single Scope Background Investigation

**SSN**—Social Security Number

**TACS**—Tactical Air Control System

**TAFCS****D**—Total Active Federal Commission Service Date

**TD&E**—Tactics Development and Evaluation

**TS**—Top Secret

**TS/SCI**—Top Secret/Sensitive Compartmented Information

**USAF**—United States Air Force

**USAF CADS**—United States Air Force, Combat Aerial Delivery School

**USAFE**—United States Air Forces Europe

**USAFE/DOTW**—United States Air Forces Europe, Weapons and Tactics Branch

**USAFWS**—United States Air Force Weapons School

**WG**—Wing

**WG/CC**—Wing Commander

**WIC**—Weapons Instructor Course

**WS**—Weapons School

**WS/CO**—Weapons School Commandant

**WSEP**—Weapons System Evaluation Program

***Terms***

**Weapons Shop**—Weapons and Tactics Offices

**Attachment 2****TACTICS LIBRARY INDEX**

**A2.1. Tactics Library Index.** The following list is a departure point for establishing unit tactics libraries. Do not maintain publications on this list, which are not necessary to support planning, training or conducting the unit mission. Add and maintain additional, specific publications.

- A2.1.1. AF and ACC 1 and 2 series instructions.
- A2.1.2. Applicable AFTTP 3 series publications.
- A2.1.3. Applicable AFI 11-series instructions.
- A2.1.4. Applicable WSEP Reports and Plans.
- A2.1.5. Applicable Electronic Combat Handbooks.
- A2.1.6. FME Reports.
- A2.1.7. Applicable 1, 25, 33, 34, Technical Orders.
- A2.1.8. Applicable USAF Weapons Instructor Course Texts.
- A2.1.9. Appropriate JMEM publications.
- A2.1.10. Tactics Analysis Bulletins.
- A2.1.11. TD&E Final Reports.
- A2.1.12. Exercise and Deployment After Action Reports.



**Attachment 3****RESPONSIBILITIES****A3.1. MAJCOMS:**

- A3.1.1. Liaison with HQ USAF, lateral commands, and subordinate weapons and tactics organizations.
- A3.1.2. Familiarize with current and projected enemy threats within the command's area of responsibility.
- A3.1.3. Conduct staff assistance visits.
- A3.1.4. Recommend priority, OPR, and action to correct identified deficiencies in tactical employment capability.
- A3.1.5. Coordinate on the review and update of weapons delivery manuals, technical orders and directives.
- A3.1.6. Focal point for Special Access Required (SAR) programs affecting weapons and tactics employment.

**A3.2. HQ ACC/DOTW:**

- A3.2.1. ACC Weapons and Tactics Program and WS Graduate Management Program OPR.
- A3.2.2. AFI 11-415 and CAF Tactics Development Program OPR.

**A3.3. HQ AMC/DOKT:**

- A3.3.1. AMC Weapons and Tactics Program and C-130 WIC Graduate Management Program OPR.
- A3.3.2. MAF Tactics Development Program OPR.
- A3.3.3. AFI 11-415 and AFTTP 3-1 (applicable volumes) OPR.
- A3.3.4. Other responsibilities listed in AFI 99-150.

**A3.4. NAF.** Direct Reporting Units (DRU) assume the same responsibilities in managing weapons and tactics functions as numbered air forces.

- A3.4.1. Focal point for liaison with major commands, lateral numbered air forces and subordinate unit tactics organizations.
- A3.4.2. Conduct tactics development and dissemination responsibilities IAW AFI 99-150.
- A3.4.3. Specifically evaluate NAF capability to deploy, task and control combat forces from the air component command level.
- A3.4.4. Develop procedures and tactical materials necessary to task units from the air component command level.
- A3.4.5. Develop and sponsor composite force training exercises.

**A3.5. OSS (or Equivalent).** Air Defense Sectors assume the same responsibilities in managing weapons and tactics functions as the OSS.

A3.5.1. Ensure assigned personnel are familiar with the unit mission/tasking and expected enemy threat.

A3.5.2. Assess the combat capability of the unit, document training, equipment, support or tactics deficiencies; and report them to the Operations Group Commander.

A3.5.3. Ensure adequate procedures are developed for planning combat/operational missions.

A3.5.4. Establish applicable working liaisons with maintenance, munitions and avionics functions.

A3.5.5. Establish a working liaison with unit intelligence.

A3.5.6. Act as OCR for unit publications and scenarios dealing with training, exercise and evaluations to ensure they are based on sound tactics.

A3.5.7. Closely coordinate to ensure standardization and evaluation examiners remain abreast of all combat employment concepts and all mission qualification flights reflect unit taskings.

A3.5.8. Coordinate unit involvement in the Tactics Development Program and conduct wing tactics review board IAW AFI 99-150.

A3.5.9. Develop procedures for timely dissemination of tactical and intelligence information to applicable wing/group.

A3.5.10. Act as OPR for unit weapons and tactics training.

A3.5.11. Establish and supervise applicable wing weapons competitions, armament recording programs and combat airdrop training.

A3.5.12. Participate in applicable unit verification and certification programs.

A3.5.13. Act as the approval authority for applicable drop zone and landing zone surveys.

A3.5.14. Supervise applicable Range Control Officer Program.

A3.5.15. Maintain liaison with lateral units, as necessary, to increase training effectiveness and realism through the use of outside assets (e.g., ranges, command and control systems, support aircraft, threat simulators).

A3.5.16. Review applicable technical orders, tactics manuals and regulations for errors; identify deficiencies to applicable headquarters OPRs.

A3.5.17. Utilize assigned WS graduates as set forth in **Chapter 2** and **Chapter 6** of this instruction.

A3.5.18. Act as OPR for all unit composite force training.

A3.5.19. Act as OPR for wing WS nomination packages and waiver requests.

### **A3.6. Squadrons:**

A3.6.1. Ensure assigned personnel are familiar with unit mission/tasking and expected enemy threat.

A3.6.2. Assess unit combat capability, document deficiencies and initiate corrective action or report deficiency and recommend action to the operations officer/commander.

- A3.6.3. Provide inputs to unit training programs to gain and maintain maximum capability to employ available resources in expected combat/operational conditions.
- A3.6.4. Ensure appropriate tactics related study materials are available for unit personnel use.
- A3.6.5. Ensure tactics information is disseminated to unit personnel in a timely manner.
- A3.6.6. Develop procedures and materials required for mission planning.
- A3.6.7. Establish applicable working liaisons with intelligence, maintenance, munitions, and avionics functions.
- A3.6.8. Maintain a tactics library as directed by unit operations officer and this regulation.
- A3.6.9. Conduct unit tactics review board. Document validity of existing tactics, recommend new/improved tactics and report findings IAW AFI 99-150.
- A3.6.10. Coordinate the activities of assigned intelligence and targeting personnel and the Air Force Mission Support System (AFMSS) director.
- A3.6.11. Track unit's WS nominee application and entry requirements. Liaison with wing OPR to ensure proper waivers are acquired.